

## ECONOMIC DEVELOPMENT ADVISORY BOARD

September 7, 2017

The Economic Development Advisory Board of the City of Norman, Cleveland County, Oklahoma, met in the Municipal Building Conference Room at 201 West Gray on the 7th day of September, 2017, at 8:35 a.m. Notice and agenda of the meeting were posted at the Municipal Building 48 hours prior to the beginning of the meeting.

### MEMBERS PRESENT:

Edd Painter  
Chris Purcell  
Sue Ringus  
Chuck Thompson, Chairman

### MEMBERS ABSENT:

Hossein Farzaneh  
Ben Graves  
Alexander Holmes

### STAFF PRESENT:

Ms. Brenda Hall, City Clerk  
Ms. Kathryn Walker, Assistant City Attorney

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### Item 1. Welcome and introductions.

Chairman Thompson welcomed Mr. Jason Smith, Norman Economic Development Coalition (NEDC), to the meeting.

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### Item 2. Approval of the March 2, 2017, meeting minutes, with corrections.

Member Painter moved that the minutes, with corrections, be approved and the filing thereof be directed, which motion was duly seconded by Member Ringus;

Items submitted for the record

1. Norman Economic Development Board minutes of March 2, 2017, with corrections

and the question being upon approval of the minutes, with corrections, and upon the subsequent directive, a vote was taken with the following result:

### YEAS:

Members Painter, Purcell, Ringus, and Chairman Thompson

### NAYES:

None

Chairman Thompson declared the motion carried and the minutes, with corrections, approved and the filing thereof was directed.

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Chairman Thompson wanted to discuss Items 4 and 5 collectively prior to discussing Item 3.

**Item 4. Update on Parking Authority Governance Process.**

**Item 5. Review of Jacobs Parking Study Conclusions.**

Ms. Kathryn Walker, Assistant City Attorney, said in the March 2, 2017, meeting Ms. Leslie Tabor with ADG, Inc. (ADG), spoke to the Economic Development Advisory Board (EDAB) regarding the possibility of the City of Norman joining in on the Kimley-Horn Parking Study for Cleveland County. On June 27, 2017, City Council approved Contract K-1617-140 between Cleveland County, ADG, and Kimley-Horn and Associates to add the City of Norman as a party to the contract, extending the term of the contract, and expanding the scope of services.

Ms. Walker said Cleveland County approved a contract with Kimley-Horn Associates (Kimley-Horn) in November 2016, to guide the development of options for future parking needs around planned Cleveland County government facilities, which mainly consists of the Courthouse Campus. The process had taken into the consideration the Cleveland County Master Plan and a parking study by Jacobs Engineering Group, Inc., (Jacobs Study) funded jointly by the City of Norman, Cleveland County, Norman Downtowner Association, and Campus Corner Merchants Association.

Ms. Walker said Kimley-Horn prepared parking organizational model options as well as an assessment of future transportation needs to ensure any parking structure can be used long-term even as parking demands and transportation uses change.

Kimley-Horn is currently working under Task 1, Due Dilligence, that includes thorough review of existing data, which recommended the formation of a parking authority but did not provide the details, structure, or mechanisms to do so. They are preparing a Limited Parking Study/Demand Assessment and Data Analysis as well as working on the preliminary review of the Jacobs Study. Once that is complete they will move forward with Task 2, Stakeholder Consultation and Inventory Assessment, and Task 3, Recommendations Report. She said the recommendations report will provide a variety of possible organization structures and, ultimately, a recommendation of the parking authority type that will suit both City and County needs.

Chairman Thompson said the Jacobs Study determined there is currently around a 750 parking space deficit in the Campus Corner area and a 550 parking space deficit in Downtown Norman that included the Cleveland County Courthouse Campus. He said there could be a greater demand for parking in the future depending on what development takes place. He said the Jacobs Study was done from an engineering standpoint while the Kimley-Horn Study is more about information and what to do with that information for a Parking and Transportation Development Plan. He said continuing dialogue has included connecting Campus Corner, Downtown Norman, and Cleveland County Courthouse Campus.

Mr. Darry Stacy, Cleveland County Commissioner, said the good news is ADG is managing the contract for the County and City while Kimley-Horn will be looking at the overall study to provide the best options that benefit both entities and meet all the needs.

Chairman Thompson said the City Council Planning and Transportation Committee generally reviews all transportation issues and asked Ms. Walker if the work of the CPTC and EDAB complement each other or if this is basically doing double the work. Ms. Walker said Council has asked EDAB to make a recommendation that would be forwarded to the CPTC and that recommendation will be a high priority topic for the CPTC to review and forward to Council as a whole.

Items 4 and 5, continued:

Councilmember Hickman said the typical approach is for CPTC to review transportation issues, but he would be willing to hold joint meetings with EDAB to help streamline the process. He said discussion regarding parking is critical to economic development growth of Campus Corner and Downtown Norman, but it is also important to the success of the Center City Form-Based Code (CCFBC) initiative that could lead to increased density and mixed use density equating to more people living, working, walking, etc., in those areas. He said a parking structure could help facilitate opportunities in the CCFBC area and since the Cleveland County Courthouse Campus pretty much abuts the CCFBC there is a natural synergy for potential growth. Mr. Stacy said he would like to focus on the synergy of things that can be created to benefit Core Norman, the University of Oklahoma (OU), the City, and Cleveland County. He said it would be a disservice to look any of these things in a silo and now is the perfect time to look at this together and have dialogue on how to create a synergy with all these activities that are going on in specific areas that would benefit the whole.

Chairman Thompson asked if Mr. Stacy believes the scope of the Kimley-Horn Study includes looking at all of the things happening in Norman including development that could take place along James Garner Boulevard, the County's recent acquisition property on the west side of the railroad tracks, Center City Visioning, missing middle housing, etc. Mr. Stacy said Kimley-Horn is not, but ADG might be able to do that because they are involved with aspects of projects for the County and City. Councilmember Hickman agreed and said ADG is involved in some Norman Forward Projects and has been involved in the Center City Visioning process. He said questions regarding a centrally located informational type "hub" has been brought up before and, personally, he would like the City to become involved in coordinating all that information. He understands this can become tricky when other entities are involved, but for the time being the City needs to be that facilitator for communications of information whether it is Center City projects, Norman Forward Projects, Public Works Department projects, Planning Department projects, etc. That is why a joint meeting involving all entities would be the best way to ensure that can be done because there is not a single contractor overseeing all of the projects taking place in Norman.

Chairman Thompson said the James Garner Boulevard Extension Project was included in the Comprehensive Transportation Study. Mr. Shawn O'Leary, Director of Public Works, said the Comprehensive Plan the Planning Department is currently involved in is the closest plan that takes all these projects into consideration. He said there are a lot of moving parts that can be a little overwhelming for most people.

Councilmember Hickman said a portion of property located at James Garner Boulevard south of Acres Street is in the proposed Center City Tax Increment District (CCTIF), so now extension of James Garner Boulevard becomes part of the CCTIF discussions. He said that area also has property owned by the County so now the County becomes a factor in the discussions as well as how that that road could connect to the County's parking structure and to the Campus Corner area where a parking structure is needed. In his mind, James Garner Boulevard is the road that ties the Norman Forward projects to the north to County property, to Center City, etc. He said right now there are no conversations taking place about how all these pieces fit together.

Chairman Thompson said this would be exciting discussion from an economic development standpoint when exploring increased property values by attracting the right types of employers to the area and expanding retail opportunities. There are a lot of things that connect to economic development if EDAB is willing to embrace a broader scale of work. He asked where the County stood on releasing information on what they have planned for the Food and Shelter for Friends property they recently purchased and Mr. Stacy said that is still in the master planning stage so the County is not ready to release any information at this time.

Item 4 and 5, continued:

Mr. Jason Smith, NEDC, said NEDC's office at 710 Asp Avenue is being razed and although NEDC has received several high dollar unsolicited offers for the property, NEDC's Board has stated they want to be a partner with the City so the property is being held for surface parking. He said the property was identified by the Jacob's Study as one of the top two sites for a parking structure. Chairman Thompson said that property could be a potential asset for a multi-jurisdictional parking authority.

Items submitted for the record

1. Text File K-1617-140 dated June 21, 2017, by Angelo Lombardo, Transportation Traffic Engineer
2. Parking Study Consulting Agreement Amendment No. 1 to K-1617-140
3. 2016 Norman Parking Study Conclusion prepared by Jacobs Engineering Group, Inc.
4. Parking Management Organizational Options, a White Paper on Effective Parking Management Organization Models, by Kimley-Horn for Cleveland County, Oklahoma
5. Assessing an Uncertain Transportation Future, Projecting the Impact of Autonomous Vehicles and Shared Mobility Trends on Future Parking Demand, Parking Strategic Plan Research Memo by Kimley-Horn prepared for Cleveland County, Oklahoma

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**Item 3. Presentation regarding the Norman Strategic Plan for Economic Development. (Jason Smith)**

Mr. Smith said in the last EDAB meeting, he spoke about Norman, as a community, needing to collectively create a strategic plan for economic development. He said a Strategic Economic Development Plan outlines objectives on what constitutes success, how that is measured, and developing activities that would lead to those goals and objectives. He said that conversation needed to take place in an open environment that involved people with expertise on economic development that have independent views of the situation as well as representatives from the City, County, Moore-Norman Technology Center, OU, businesses, etc. He said economic development is not just about jobs and NEDC is excited about this process.

Mr. Smith said Chairman Thompson was correct earlier in stating there are many conversations regarding similar subjects going on among multiple entities that do not intersect anywhere. Historically, NEDC is set up by virtue of its funding partners as a place where all these things intersect, but NEDC has discovered there was not a shared vision among NEDC partners about what success in economic development looked like. If there is no shared vision among partners, there is surely no shared vision among the community. He said NEDC began talking about developing a shared vision and what that community conversation might look like.

Mr. Smith said it is important for EDAB to be involved in the Strategic Plan process because NEDC is planning to ask all of its partners to adopt the Strategic Plan as their economic development strategy. He said City Council may look to EDAB for guidance on that process so there will be benchmarks as the process moves forward. NEDC wants to understand what community expectations are for economic development efforts, wants goals to be all encompassing throughout the community with resources needed, and wants accountability that includes clear, measurable metrics so the community can evaluate whether or not progress is being made.

The NEDC Board appointed a Steering Committee to oversee the selection process and move forward with the actual strategy. The NEDC Board selected Market Street Services from Atlanta, Georgia, who is one of the most well regarded firms in the country. Market Street Services recently completed an economic development strategy for Austin, Texas, and has worked with Tulsa, Oklahoma; Springfield, Missouri; and Indianapolis, Indiana so they have a lot of experience in this field.

Item 3, continued:

Mr. Smith said benchmarks and performing metrics are so important that they were built into the Request for Proposal (RFP) and contract. NEDC wants the firm to establish a grading system where the firm will return and grade the progress every year for five years because NEDC wants to be accountable to their funding partners as well as the community. The process will engage the community through interviews, focus groups, and a survey with results being used to formulate that strategy.

Mr. Smith said an economic development strategy will allow Norman to target industries, take specific action items, see measurable outcomes with goals and data sources, and recommend a budget amount to implement the strategy. He said the strategy will vary regarding the types of industries that will bring the economic development needed to help Norman grow into a more vital community by bringing in quality employers, retail, etc., as well as in drawing people to live in Norman.

Chairman Thompson said EDAB is charged with working with economic development professionals to find a reasonable basket of support for attracting and retaining employers to get the right jobs in Norman. Mr. Smith felt a lot of those answers will come from this strategic plan. Chairman Thompson said one of the reasons Market Street Services was selected is because they have worked with some really tough communities such as Charleston, South Carolina, who has experienced a dramatic turn-around in economic development since they implemented their strategic plan ten years ago.

Mr. Smith highlighted the timeline of the process and said kick-off of the project will take place in October with a community assessment in November; a target industry report in January; initial reporting at the annual February Economic Summit; and the final strategy plan being completed in March 2018.

Mr. Smith said NEDC has a ten member board so it is easy to accomplish tasks; however, a weakness of a ten member board is that there is not enough engagement from the outside. The Board wants to get more people engaged so they developed four core programs of work that consists of visitor retention/expansion; entrepreneurship; business attraction; and talent initiatives. NEDC has established committees to oversee three of these programs and are working with Moore-Norman Technology Center on retention/expansion that will include a community survey. He said Moore-Norman Technology has committed twelve people to help with the survey. The Entrepreneurship Committee is overseeing the implantation of a new incubator as well as other programs and the Business Attraction Committee has developed a list of recommendations they want forwarded to the consultant.

Chairman Thompson asked how EDAB would fit into the strategic plan process and Mr. Smith said there will be an opportunity for members to participate in a focus group. NEDC will also want EDAB to review information because NEDC is going to ask the City to join in with other partners in this process. He would like EDAB to have as much involvement as possible and Mr. Smith agreed and felt EDAB would probably be responsible for the City's implementation of the plan.

Chairman Thompson said getting all the entities together, i.e., City, County, University, Norman Schools, Chamber, Technology Center, etc., to discuss all the moving pieces of economic development has been elusive so he is excited this opportunity exists.

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**Item 6. Miscellaneous Discussion.**

Chairman Thompson asked Mr. Stacy if it would be appropriate for the County, EDAB, and CPTC to jointly discuss all the moving pieces and Mr. Stacy said absolutely. Mr. Stacy said this will be a huge discussion on creating synergy of all the individual projects taking place so someone needs to be looking at that from a real world perspective.

Chairman Thompson asked Councilmember Hickman if EDAB would be wading into CPTC territory or outside of its own charge to have joint discussions that includes NEDC and Councilmember Hickman said the only thing he would be cautious about is discussion of the CCTIF because that is already in motion, but looking at how all the pieces fit together would absolutely make sense and be a good home base to help make sure the pieces all come together whether it is discussed in individual board meetings or joint meetings. He said there are a lot of things going on and keeping everyone informed of the various pieces of information is challenging without a central consultant putting the pieces together. He does not want the City or County to get into a situation where they are moving in one direction then realizing there were other options available.

Mr. Stacy said the CCTIF will play a very important role in the area around the Cleveland County Courthouse Campus, particularly when it comes to development. How the CCTIF is structured and how it will be used in the area is going to be extremely important even though it is on a path of its own. He believes there are still issues within the CCTIF that have not been flushed out and Councilmember Hickman said there is a draft CCTIF Project Plan and asked Staff if it could be emailed to EDAB and Ms. Brenda Hall, City Clerk said yes. She said the Statutory Committee will meet next week to choose three at-large members who will join representatives from each taxing jurisdiction to begin review of the CCTIF Project Plan and make a recommendation on whether or not to move forward with the creation of a CCTIF so that process has started, but she would be happy to share the draft plan with EDAB.

Councilmember Hickman said if there are things that people think needed to be added to the CCTIF, there is still opportunity because there is a lot of flexibility in what kind of project could be done in the CCTIF. He said the project plan really focuses on infrastructure so other types of projects could still be discussed and Ms. Walker agreed and said the project plan explicitly states that other funding sources, other agreements, other projects, etc., would come forward under that plan.

Mr. Stacy said some of the improvements needed around the area should be jointly discussed, and to be completely honest, one of the things he has heard on a regular basis since the beginning of CCTIF discussion is the comment that the CCTIF will be an ad valorem only TIF and from the County's perspective that would not be on the table. If the true goal is economic development then sales tax needs to be taken into consideration similar to what has taken place in the University North Park Tax Increment District (UNPTIF). He said all options need to be on the table for a true partnership to be developed moving forward. Chairman Thompson said the County is not the only entity that is non-supportive to an ad valorem only TIF.

Chairman Thompson said if EDAB members are willing, the next EDAB meeting could be scheduled in conjunction with CPTC and members concurred.

Councilmember Hickman suggested a joint meeting be held Thursday, October 5th at 4:30 p.m. to include any updates available from the Statutory Committee meeting as well as information other projects such as parking, economic development, etc. Chairman Thompson asked Ms. Hall to check with other CPTC members to verify their availability for that date as well as Mayor Miller. Mr. Stacy suggested an OU representative be attendance as well.

Chairman Thompson said Mr. Mike Mize with ADG seems to be the center point contact and suggested he, Councilmember Hickman, and Mr. Stacy meet with Mr. Mize prior to the joint meeting to discuss ideas on centralizing information.

Item 6, continued:

Miscellaneous Discussion, continued:

Mr. Smith said NEDC will be announcing five very exciting economic projects later this year.

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**Item 7. Adjourn.**

The meeting adjourned at 9.52 a.m.